



Influences on Navy Retention: Rank and Gender Differences

Dr. Jacqueline A. Mottern

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Navy Personnel Research, Studies, & Technology

What is Argus...

- **Argus was a creature from Greek mythology with 100 eyes, only 2 closed at a time when sleeping; so Argus was always vigilant, watchful, and monitoring**
- **The name reflects our concept**

Argus is a continuous survey of transitioning Sailors

- › **Not periodic, not in response to problems, but taken near the time a decision or transition has occurred**
 - **Throughout a Sailor's career**
- › **It is a distant sensor, continuously monitoring the**
 - **Reasons people are leaving and staying in service**
 - **Attitudes about Navy work, life, careers, and leadership**
 - **Intentions to leave or stay at the next decision point**
- › **Web-based with access from shore commands and ships at port with internet connectivity**

Who Responded

- Data query on all data from 1 Jul 01 thru 4 Dec 02
38,317 usable responses

Sample not representative of entire Navy

- › Deployed ships
- › Full range of transition points

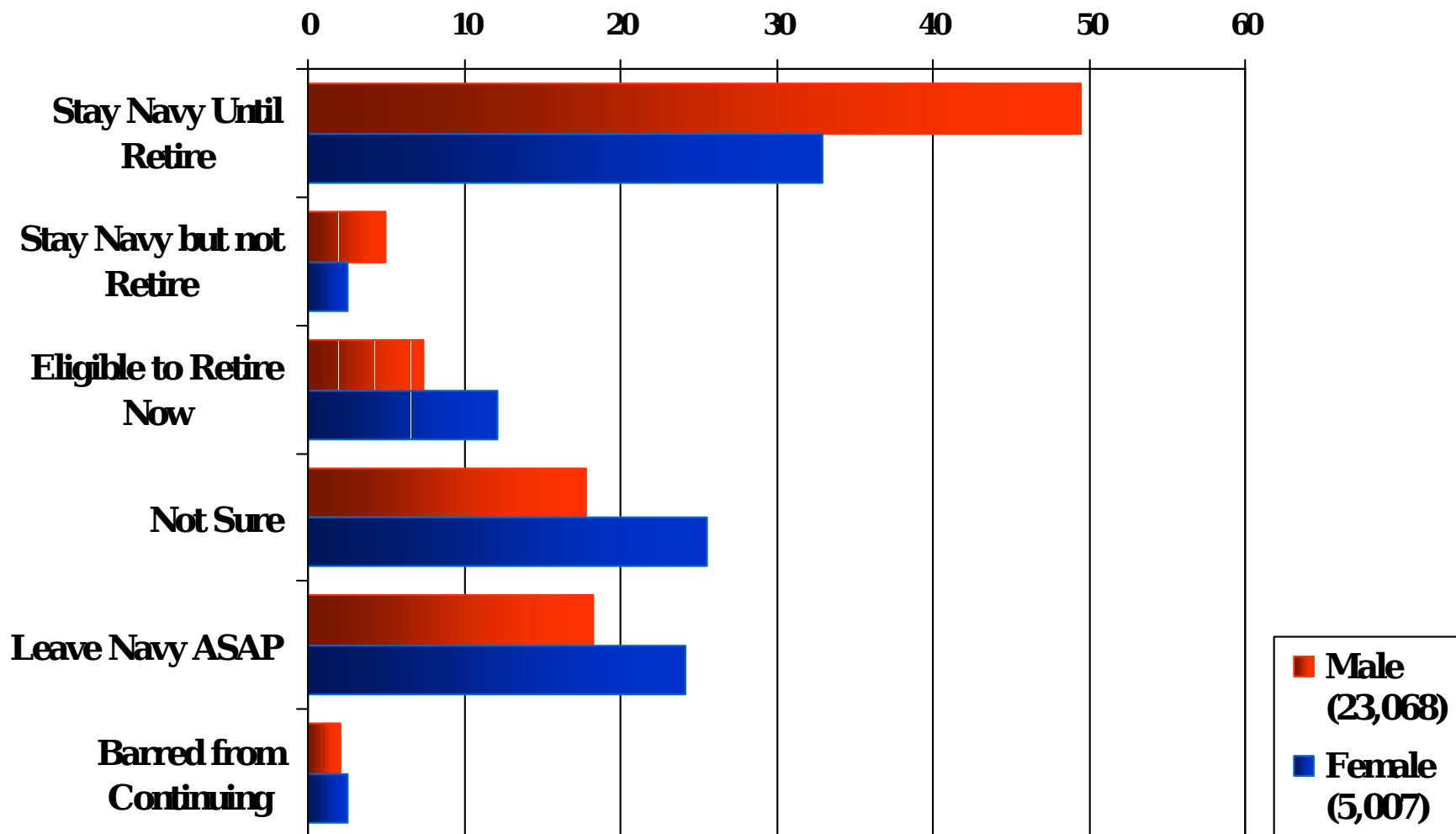
- Rank Group

| Rank Group | N | % of Sample |
|----------------|-----|-------------|
| Enlisted34,200 | 89% | |
| Warrants172 | <1% | |
| Officers3,527 | 9% | |

Officers and Warrants combined in analysis

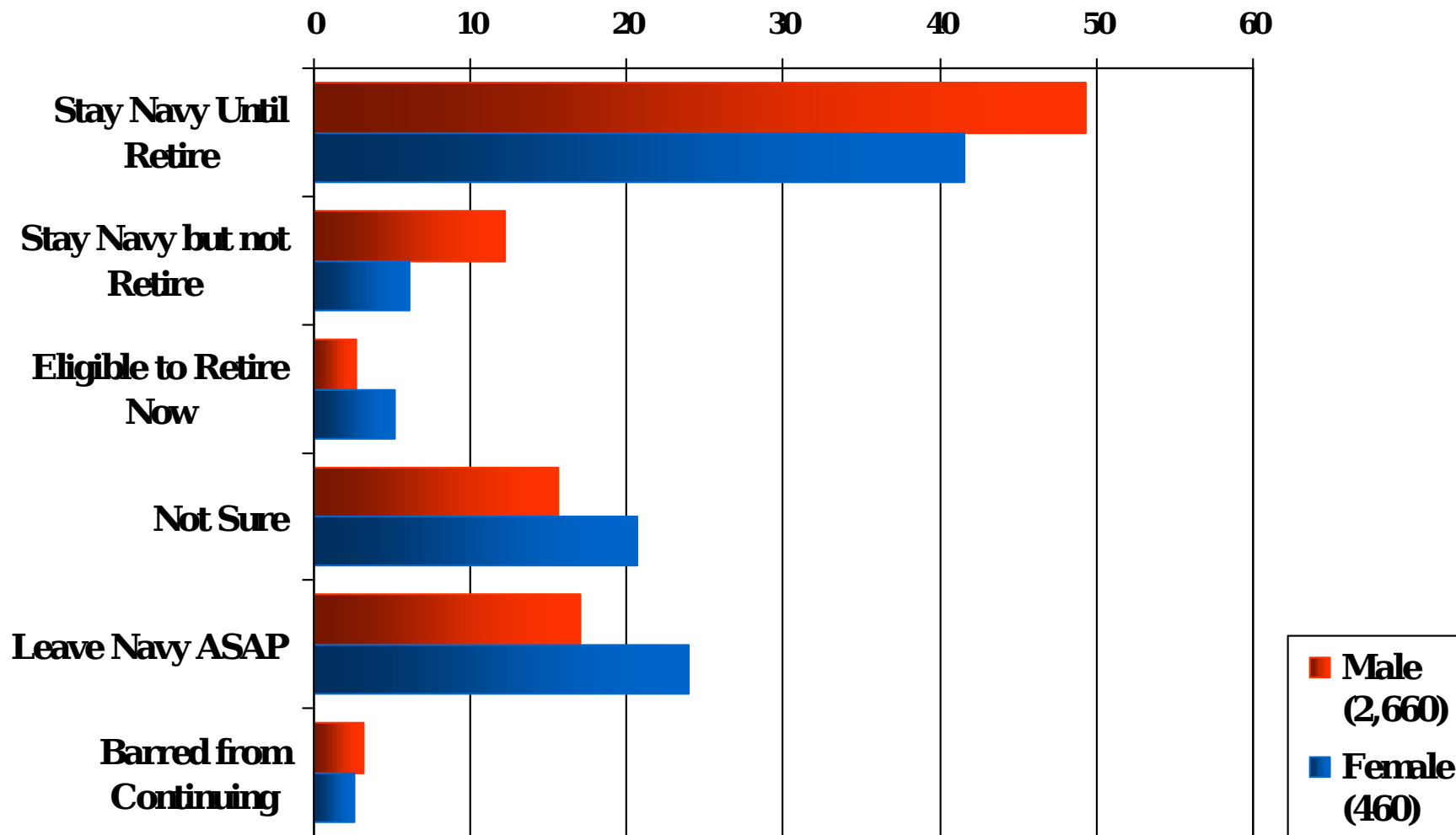
Career Intentions for Enlisted

NPRST



Career Intentions for Officers

NPRST



Important Influences to Stay-- Enlisted

NPRST

| Males (N=25,894) | Females (N=5,650) |
|--|--|
| 1. Your medical benefits | 1. Your medical benefits |
| 2. Family support for career | 2. Educational benefits |
| 3. Current job satisfaction | 3. Your dental benefits |
| 4. Educational benefits | 4. Amount of leave you receive |
| 5. Advancement/Promotion Opportunities | 5. Current job satisfaction |
| 6. Amount of leave you receive | 6. Family support for career |
| 7. Medical care for family | 7. Medical care for family |
| 8. Your dental benefits | 8. Advancement/Promotion Opportunities |
| 9. Job interest | 9. Job interest |
| 10. CPO leadership quality | 10. Value of your benefits |

Important Influences to Stay-- Officers

NPRST

| Males (N=2,943) | Females (N=523) |
|--|--|
| 1. Current job satisfaction | 1. Your medical benefits |
| 2. Family support for career | 2. Amount of leave you receive |
| 3. Advancement/Promotion Opportunities | 3. Family support for your career |
| 4. Job interest | 4. Advancement/Promotion Opportunities |
| 5. Immediate supervisor leadership | 5. Amount of pay received |
| 6. Senior officer leadership | 6. Your dental benefits |
| 7. Level of responsibility in job | 7. Job interest |
| 8. Camaraderie in unit | 8. Senior officer leadership |
| 9. Your medical benefits | 9. Satisfaction with current job |
| 10. Level of job challenge | 10. Value of your benefits |

Important Influences to Stay

- **Benefits**

Sailors seem to appreciate benefits; medical, dental, and educational benefits get high ratings.

- **Current job**

Sailors seem to be attending to aspects of current job, such as satisfaction and promotional opportunities, and these are reasons to stay for about half of the respondents.

- **Family**

Support from family for career and medical benefits for family members are positive

Important Influences to Leave-- Enlisted

NPRST

| Males (N=25,894) | Females (N=5,650) |
|--|--|
| 1. Advancement/Promotion Opportunities | 1. Unit Morale |
| 2. Amount of pay received | 2. Recognition of job accomplishments |
| 3. Recognition of job accomplishments | 3. Advancement/Promotion Opportunities |
| 4. Unit morale | 4. Trust in Navy leadership |
| 5. Trust in Navy leadership | 5. Current job satisfaction |
| 6. Satisfaction with current job | 6. Amount of pay received |
| 7. Red tape to do the job | 7. Control over PCS assignments |
| 8. Control over PCS assignments | 8. Impact of Navy career on family |
| 9. Availability of supplies | 9. Separation from family/friends |
| 10. Hours at sea to get the job done | 10. Job interest |

Important Influences to Leave-- Officers

NPRST

| Males (N=2,943) | Females (N=523) |
|--|--|
| 1. Advancement/Promotion Opportunities | 1. Unit morale |
| 2. Availability of supplies | 2. Red tape to do the job |
| 3. Trust in Navy leadership | 3. Advancement/Promotion Opportunities |
| 4. Red tape to do the job | 4. Current job satisfaction |
| 5. Impact of Navy career on family | 5. Trust in Navy leadership |
| 6. Control over PCS assignments | 6. Senior officer leadership |
| 7. Current job satisfaction | 7. Immediate supervisor leadership |
| 8. Recognition of job accomplishments | 8. Department head leadership |
| 9. Impact of PCS moves on spouse | 9. Availability of supplies |
| 10. Separation from family/friends | 10. Number of personnel to do job |

Important Influence to Leave

- **Pay**

Amount of base pay, amount of BAH, and amount of sea pay, among enlisted personnel

- **Assignments**

Lack of variety of job choices offered for enlisted personnel.

- **Leadership**

Leadership, at all levels, weakest in recognizing/rewarding work and support for professional and personal development

- **Material and personnel support**

Lack of supplies and personnel noted at all levels.

Stay/Leave Influences

| | Reasons to Stay | Reasons to Leave |
|------------------------|--|---|
| Male Enlisted | Personnel Benefits Job Characteristics Family | Job Characteristics Pay Command Climate |
| Female Enlisted | Personnel Benefits Job Characteristics Family | Job Characteristics Pay Command Climate |
| Male Officers | Job Characteristics Family Leadership | Family Job Characteristics Leadership |
| Female Officers | Personnel Benefits Family Job Characteristics | Leadership Command Climate Job Characteristics |

Influences on Female Officer Attrition

NPRST



- **Job Characteristics**

Female officers more frequently report satisfaction with current job as influence to leave

- › **Level of responsibility, job challenge and interest in current job lower than for male officers**

- **Leadership**

1 in 3 female officers (compared with 1 in 6 male officers) report quality of leadership of their immediate supervisor as influence to leave

- **Command Climate**

Unit morale, communication within unit, and balance between work and personal time more frequently mentioned by female officers than male officers as influences to leave